



State Civil Service Commission

Department of State Civil Service

Strategic Plan

FY 2005/2006 through FY 2009/2010

This strategic plan was completed in compliance with Act 1465 of the 1997 Regular Legislative Session. It was adopted by the State Civil Service Commission at its regular meeting on June 2, 2004.

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Secretary, State Civil Service Commission
Director, Department of State Civil Service

VISION

To be recognized by user agencies as a leader and partner in the management of human resources.

MISSION

To provide human resource services and programs that enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana.

PHILOSOPHY

It is the responsibility of the Department to provide the systems and services that will enable the agencies of Louisiana state government to make merit-based, quality decisions regarding the hiring, training, and retaining of those skilled and capable individuals who are essential to providing cost effective, quality services to Louisiana's citizens. The Department shall provide services in an efficient and courteous manner and shall foster work practices that insure that classified employees work in an environment where excellence and productivity are encouraged and recognized.

GOALS

- I. Administer the classification and compensation systems by developing and implementing flexible job evaluation and pay policies and practices that can be adapted to meet agencies' unique requirements.
- II. Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees.
- III. Provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards.
- IV. Provide for the systematic evaluation of the effectiveness of human resource practices in state agencies.
- V. Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.
- VI. Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies.

HUMAN RESOURCE MANAGEMENT PROGRAM

MISSION: To promote effective human resource management throughout state government by developing, implementing, and evaluating systems for job evaluation, pay, employment, promotion and personnel management and by administering these systems through rules, policies and practices that encourage wise utilization of the state's financial and human resources.

GOAL I

Administer the classification and compensation systems by developing and implementing flexible job evaluation and pay policies and practices that can be adapted to meet agencies' unique requirements. [Louisiana Constitution, Article X, Section 10(A)(1)]

OBJECTIVE I.1: Annually review market pay levels in the private sector and comparable governmental entities in order to make recommendations to and gain concurrence from the Civil Service Commission and the Governor concerning pay levels to assure that state salaries are competitive.

Strategy I.1.1: By July 2008, complete a cyclical review of all pay schedules in order to propose adjustments to schedules or occupational areas in which there are market problems.

Action Plan I.1.1.1: Participate in and/or conduct marketplace salary surveys.

Action Plan I.1.1.2: Review recruiting, retention, and turnover statistics to assess major compensation problems and support recommended solutions.

Strategy I.1.2: Provide technical assistance as requested by the legislature and others concerning pay rates and schedules for unclassified employees.

PERFORMANCE INDICATORS:

OUTCOME: Number of salary surveys completed or reviewed

OBJECTIVE I.2: Continuously implement and maintain appropriate measures to ensure compliance with the merit system principle of a uniform classification and pay plan.

Strategy I.2.1: Review the allocations of no less than 12% of permanent classified employees annually.

Strategy I.2.2: Complete an average of 150 individual position audits annually.

Strategy I.2.3: Maintain average allocation processing time at less than 30 days by providing on-going technical assistance to agency staff participating in the classification delegation program.

Strategy I.2.4: Conduct agency training as needed in order to accommodate agency staffing changes.

Strategy I.2.5: Review biweekly reports to identify pay rates of all new hires and all permanent pay increases (promotions, reallocations and merit increases) that fall outside of specifically defined parameters.

PERFORMANCE INDICATORS:

INPUT: number of position audits completed
OUTCOME: percentage of classified positions reviewed

OBJECTIVE I.3: By June 30, 2010, review all existing jobs, including job specifications and allocation criteria, to ensure that job concepts and pay levels accommodate classification needs in a rapidly changing work environment.

Strategy I.3.1: Initiate studies of an average of 15% of jobs annually.

Strategy I.3.2: Publish (via the Internet) additional allocation criteria standards for new and revised jobs as needed.

PERFORMANCE INDICATORS:

OUTCOME: percentage of jobs reviewed

GOAL II

Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees. [LA Constitution, Article X, Section 10(A)(1)]

OBJECTIVE II.1: Continue to monitor and evaluate the performance planning and review (PPR) system to ensure that agencies annually maintain a standard of 10% or less of unrated employees.

Strategy II.1.1: Teach a minimum of 12 PPR classes per year to provide training for new supervisors as well as updates and refreshers for those previously trained.

Strategy II.1.2: Analyze annual PPR reports to determine the percentage of employees rated in each agency as well as the distribution of those ratings and to identify the need for revision of the system.

Strategy II.1.3: Provide assistance to those agencies that do not meet a standard of 10% or less of unrated employees.

PERFORMANCE INDICATORS:

QUALITY: Percentage of employees actually rated

OBJECTIVE II.2: Through on-going training and in cooperation with the Comprehensive Public Training Program (CPTP), develop the capabilities of agency supervisors and HR managers to improve productivity, efficiency, and morale through proper employee management.

Strategy II.2.1: Offer training courses at various instructional sites across the state so that at least 95% of all students pass the tests.

Action Plan II.2.1.1: In cooperation with the CPTP, develop, revise as needed, and regularly offer statewide courses to teach managers how to make efficient and effective use of the best HR management principles and the Civil Service Rules.

Action Plan II.2.1.2: Develop meaningful methods to assess the effectiveness and relevance of training offered and update training courses as needed.

Strategy II.2.2: In cooperation with the CPTP, develop and implement a certification program for intermediate and/or advanced HR practices in state service.

Action Plan II.2.2.1: Develop and offer workshops in advanced topics as additional modules of the HR Professionals curriculum.

PERFORMANCE INDICATORS:

OUTPUT: Number of training opportunities offered
OUTPUT: Number of students instructed
OUTCOME: Percentage of students who pass the tests

OBJECTIVE II.3: Provide leadership and a “one-stop shop” contact person within the Department to coordinate services needed by employers, employees, and HR professionals within the merit system.

Strategy II.3.1: Promote the development and use of customized policies that make use of rule flexibilities that allow supervisors to hold employees accountable for job performance.

Strategy II.3.2: Work with assistance teams and the Management Information Services division to ensure that the website is user friendly and up-to-date at all times.

PERFORMANCE INDICATORS:

OUTCOME: Percentage of agencies expressing satisfaction with service provided by the Department of State Civil Service

OBJECTIVE II.4: Provide program specific consulting services to agencies on critical HR issues on a cyclical and as needed basis.

Strategy II.4.1: Review agency practices and assist the agencies in making the most effective use of existing resources and flexibilities.

Action Plan II.4.1.1: Conduct compensation program reviews.

Action Plan II.4.1.2: Conduct recruiting and retention reviews.

Strategy II.4.2: Develop a plan to respond to agency requests for assistance in designing a workforce planning program.

Strategy II.4.3: Conduct topical seminars as needed for agency Human Resource employees.

PERFORMANCE INDICATORS:

OUTCOME: Number of compensation program reviews conducted

OUTCOME: Number of recruiting and retention reviews conducted

GOAL III

Provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards. [Louisiana Constitution, Article X, Section 10(A)(1) and Section 7]

OBJECTIVE III.1: By June 30, 2010, provide agencies with an internet job-posting system that enables them to directly and immediately recruit candidates to fill vacancies.

PERFORMANCE INDICATOR:

EFFICIENCY: Percentage of classified job titles for which agencies have direct and immediate hiring authority.

OBJECTIVE III.2 Provide state employers with quality assessments of the job-related competencies of their job applicants.

Strategy III.2.1: Expand the use of multiple assessment tools for filling jobs and the assessment of multiple competencies. Pursue using alternatives to traditional written tests such as bio-data, video tests, computer administered tests, structured interviews, In-Baskets, Assessment Centers, and Behavioral Consistency or Accomplishment Record evaluations of education and experience.

Strategy III.2.2: Contract with professional consultants to complete at least two validity studies of assessment tools per year through June 30, 2010.

Strategy III.2.3: Develop methods of reporting scores that make them more meaningful and understandable to applicants, agency managers, and HR Directors.

PERFORMANCE INDICATOR:

QUALITY: Number of validity studies completed per year.

GOAL IV

Provide for the systematic evaluation of the effectiveness of HR practices in state agencies. [Louisiana Constitution, Article X]

OBJECTIVE IV.1: Continuously provide mechanisms to evaluate agency compliance with merit system principles and Civil Service Rules and to evaluate the effectiveness of agency HR practices.

Strategy IV.1.1: Continue refining and adapting methods of reviewing the HR practices of state agencies in order to evaluate agency compliance and the effectiveness of the agency HR practices.

PERFORMANCE INDICATORS:

OUTCOME: Percentage of agencies evaluated
OUTCOME: Number of agency reviews conducted

ADMINISTRATION PROGRAM

MISSION: To provide continuity and quality in governmental services by protecting employees from adverse action for reasons unrelated to their conduct or performance on the job and to provide systems for maintaining the official personnel and position records of the state.

GOAL V

To provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements [Louisiana Constitution 1974, Article X, Sections 8 and 12]

OBJECTIVE V.1: Hear cases promptly. By June 30, 2010, offer a hearing or otherwise dispose of 80% of cases within 90 days after the case was ready for a hearing.

PERFORMANCE INDICATORS:

EFFICIENCY: % of cases offered a hearing or disposed of within 90 days

OBJECTIVE V.2: Decide cases promptly. By June 30, 2010, render 70% of the decisions within 60 days after the case was submitted for decision.

PERFORMANCE INDICATORS:

EFFICIENCY: Percentage of decisions rendered within 60 days

GOAL VI

Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies. [Louisiana Constitution, Article X]

OBJECTIVE VI.1: By June 30, 2008, develop and implement an effective Records Management System with associated policies and procedures that manages all records maintained by the Department of State Civil Service.

Strategy VI.1.1: Pursue education in records management techniques and best practices for the Department's Records Manager.

<u>Strategy VI.1.2:</u>	Develop an overall record inventory for the DSCS that identifies record ownership, storage and retrieval procedures, retention schedules, policy for public access, and related records management concepts.
<u>Strategy VI.1.3:</u>	Research, develop, and communicate general records management policies and procedures that address public access and retention from a global perspective.
<u>Strategy VI.1.4:</u>	Develop a work plan that describes, prioritizes, and schedules the development of records projects for each series of records.
<u>Strategy VI.1.5:</u>	Initiate a project to develop and implement a records management solution for the priority 1 class of records as identified in the work plan of the above strategy.

PERFORMANCE INDICATORS:

OUTPUT:	An overall work plan for developing a records management system
	An all-inclusive record inventory that addresses retention, public access, ownership, and storage considerations.
OUTCOME:	Percentage complete of records management work plan

OBJECTIVE VI.2: Enable the Department to monitor and report on the State's workforce through the maintenance of an effective and efficient reporting system for the state's personnel and position records.

<u>Strategy VI.2.1:</u>	Continue to develop a plan to educate the users of HR data on what is available and the best methods of obtaining this data.
<u>Strategy VI.2.2:</u>	Assist the Department in the identification of needed reports and develop the necessary reports and inquiries to efficiently review the state's workforce and its personnel practices.
<u>Strategy VI.2.3:</u>	Research and evaluate solutions for providing the data to users in a manner that most efficiently and effectively meets their needs.

PERFORMANCE INDICATOR:

OUTPUT: Workforce planning and analysis reports that allow decision makers to make strategic decisions on the state's human capital.

OBJECTIVE VI.3: Support existing information systems and develop new information technology solutions to meet the requirements of the Department of State Civil Service and HR offices statewide.

Strategy VI.3.1: Pursue funding to procure necessary hardware and software upgrades to ensure that current applications perform at acceptable levels.

Strategy VI.3.2: Request resources, including personnel and technology, to assure the stability and growth of the Civil Service Website.

Strategy VI.3.3: Respond to requests for system enhancements in a manner that meets the users' needs.

Strategy VI.3.4: Respond to requests for new system development by evaluating and apprising users of alternatives and guiding them in pursuing solutions that are in the best interests of the Department and the HR community.

PERFORMANCE INDICATOR:

OUTCOME: Number of system change requests completed.
Number of new systems developed.

OBJECTIVE VI.4: Continuously research and implement security and privacy policies and practices that protect records maintained by Civil Service from unauthorized access and use.

Strategy VI.4.1: Continue to develop and implement policies that support the goal of making the protection of information an integral part of the culture of the organization.

Strategy VI.4.2: Evaluate and implement software solutions that restrict access to all data systems within the department and prevent unauthorized access to these resources.

Strategy VI.4.3: Evaluate and implement physical security solutions that restrict access to sensitive file areas to prevent unauthorized persons from gaining access to these file systems.

Strategy VI.4.4: Pursue training opportunities that educate the employees of the department on security and privacy issues.

Strategy VI.4.5: Evaluate the feasibility of creating the role of Chief Privacy Officer within the Department.

PERFORMANCE INDICATORS:

OUTPUT: Policies and procedures developed and implemented within the Department that address security and privacy issues.

OBJECTIVE VI.5: Research new and existing technologies to enable the Department of State Civil Service to meet or exceed its goals annually.

Strategy VI.5.1: Position the applications programming staff in the Management Information Services division to develop web-based applications by identifying and developing skills in web applications.

Strategy VI.5.2: Research and pursue educational opportunities about available web development technologies.

Strategy VI.5.3: Evaluate and select a technology or technologies for future web development.

PERFORMANCE INDICATORS:

OUTCOME: Number of new technologies implemented within the department.